

Army Regulation 350-1

Training

Army Training and Leader Development

Headquarters
Department of the Army
Washington, DC
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UNCLASSIFIED

3-18. Course credit

a. Individuals who meet the applicable course prerequisites and are otherwise eligible to attend a course may qualify for the following types of course credit:

(1) Constructive credit may be granted to individuals in lieu of course attendance based on previous leadership experience and/or past academic/training experiences. In all cases TRADOC or the proponent school will assess the individual's past comprehensive military or civilian experience against established course critical tasks. Individuals must possess the same skills and qualifications as course graduates.

(2) Equivalent credit may be granted to individuals in lieu of course attendance based on courses possessing comparable critical tasks. Critical task assessments are performed by TRADOC or the respective proponent school. Individuals must possess the same skills and qualifications as course graduates.

(3) Operational credit may be granted to individuals in lieu of course attendance based on operational experiences (see para G-23).

b. Personnel awarded course credit will be considered for promotion, assignment, or other personnel actions on the same basis as graduates of the course concerned.

c. Military personnel: Requests for credit will be submitted on a DA Form 4187 and include an outline of the individual's prior leadership and technical training and experiences as they relate to the critical terminal learning objective, with supporting documentation. Individuals requesting course credit will submit the request through command channels and through the course proponent to be forwarded as follows:

(1) AA: Commander, HRC (AHRC-OPB-D) (officer and warrant officer courses) or (AHRC-EPT-FN) (NCOES courses). For Judge Advocate courses send the request to CG, TJAGLCS.

(2) U.S. Army Reserve: HQ, USARC, (ARRC-TRI).

(3) Army National Guard: DARNG, (NGB-ART-I) (officer and warrant officer courses) or (NGB-ARH-S) (NCOES courses).

d. Army civilians: Army civilians may be granted course credit as outlined in (1) and (2) below with exception to individuals hired after 30 September 2006. The Foundation Course is required for all interns, team leaders, supervisors and managers hired after 30 September 2006.

(1) Individuals who have completed equivalent military or civilian legacy training as described in paragraphs 3-54, 3-55, 3-57, and Table I-5 may be awarded CES course credit as outlined therein. Requests for equivalency credit must be submitted electronically providing a course completion certificate, training form or copy of ATRRS training record to HQDA G-3/5/7, Civilian Leader development at e-mail: civilianleaderdevelopment@hqda.army.mil.

(2) Requests for constructive credit must be submitted electronically to TRADOC at: monr.ces@us.army.mil.

(a) For education/training received through private industry training program, another military department, federal agency, or through university study submit a memorandum signed by your supervisor or appropriate authority, along with a transcript, certificate or letter from an institution verifying course completion date. Also required is a course description or syllabus to include, as a minimum, course objectives.

(b) For work experience inside the Federal government and outside (private industry), submit a memorandum signed by your supervisor or appropriate authority, along with a resume and job description(s) documenting 5 or more years of leading, supervising and/or managing employees.

e. The appropriate personnel command (or TRADOC for Army civilians) will forward request to the HQDA, DCS, G-3/5/7 (Training Directorate) with recommendation for action. The HQDA, DCS, G-3/5/7 is the final approval authority for granting constructive and equivalent credit.

f. NCOs promoted to their current rank prior to 1 October 1992 are considered qualified in the NCOES course commensurate with that rank. Soldiers promoted to the rank of Sergeant Major before 1 October 1992 and appointed as Command Sergeants Major after 1 October 1992 must complete SMC.

g. Individuals will be granted credit for successfully completing institutional training conducted either through a training battalion, a proponent resident school, or distributed learning when the conditions, listed below, are met. Course-completion documentation in individuals' records will not identify how instruction is presented or learning acquired.

(1) Instructors are proponent certified.

(2) Proponent-developed, -certified, and -approved TASS courseware is used. Reserve Component Soldiers will receive credit for successfully completing proponent developed, certified, and approved courses using Reserve Component Configured Courseware until TASS courseware is fielded.

(3) Proponent-developed, -certified, and -approved DL courseware is used (when applicable). Reserve Component Soldiers will receive credit for successfully completing proponent developed, certified, and approved courses in DL modality or a combination of DL and TASS.

Section VI

Army Civilian Training and Education

This section summarizes information and guidance contained in the Civilian Education System Policy and applicable Army civilian leader development policy memorandums and DA messages. These sources of information and guidance on Army civilian leader development can be found on AKO and the Civilian Personnel On-line home page (<http://cpol.army.mil>).

3-50. The Civilian Education System

a. The goal of the CES is to prepare agile and innovative Army civilians who can lead during times of change and uncertainty; are prepared for the rigors of service as multi-skilled leaders; and are armed with the values, skills and mindset to serve as competent, resilient supervisors and managers. Leader development is a continuous process that is accomplished through a blend of work assignments, formal training, and self-development opportunities as individuals progress from entry to senior level positions.

b. The CES program is progressive, sequential leader development training and education program for Army civilians at all levels. A series of course instruction is provided through blended learning - distributed learning (DL) and resident instruction. The sequence for attending these courses is as follows:

(1) The Foundation Course (FC) is a Web-based course and available to all Army civilians. It is required for all interns, team leaders, supervisors and managers hired after 30 September 2006.

- (2) The AODC is a Web-based course and required for all interns before completing the intern program. The AODC is available for all Army civilians as self-development.
- (3) The Supervisor Development Course (SDC) is a Web-based course and is a required course for supervisors and managers of Army civilians. The SDC is available for all Army civilians as self-development.
- (4) The Basic Course is a combination of DL and resident training. The DL and resident training are required for team leaders, supervisors and managers. The DL is available to all Army civilians as self-development.
- (5) The Intermediate Course (IC) is a combination of DL and resident training. The DL and resident training is required for supervisors and managers. The DL is available to all Army civilians as self-development.
- (6) The Manager Development Course (MDC) is a Web-based course and available to all Army civilians.
- (7) The Advanced Course is a combination of DL and resident training. The DL and resident training is required for supervisors and managers GS-13 - GS-15 or equivalent pay band. The DL phase is available to all Army civilians as self-development.
- (8) Continuing Education for Senior Leaders (CESL) provides sustainment training for senior civilian leaders at the GS-14/15 or equivalent pay band.
- (9) The Senior Service College (SSC) provides senior level professional education and is available through resident and distance education programs. Applications from civilians in GS-14/15 or equivalent grade level are forwarded for board consideration.
- (10) The MSAF program allows individuals designated for selected CES courses to obtain feedback about their leadership skills. Students are notified to participate in an MSAF assessment prior to starting a CES course. Individualized feedback from MSAF will allow the student to give attention to known strengths and developmental needs corresponding with course learning objectives. See appendix K for additional MSAF information.
- (11) Graduates of a SSC have completed training at a more advanced level than the Advanced Course. Employees must submit documentation to the HQDA G-3/5/7 to record training and allow application to the CESL program.

c. Training during duty day.

- (1) Approved training is authorized during duty hours reference Part 5 Code of Federal Regulations (CFR) Section 410 and Chapter 7 (Army Distributed Learning Program) of this regulation.
- (2) Supervisors and managers are responsible for setting guidelines that allow employees duty time to complete required DL portions of CES courses. Guidelines can be in the form of a written or verbal agreement and should articulate a study schedule and timeline for the employee to complete the course.
- (3) Training made available to employees as a voluntary self-development tool will be undertaken by the employee outside regular working hours and will not be considered hours of work.

d. Funding.

- (1) Most permanent Army civilians (to include appropriated funds (AF), non-appropriated funds (NAF), local nationals, and wage grade) are centrally funded by HQDA, DCS, G-3/5/7 Training Directorate.
- (2) Military members; term and temporary employees; and non-Department of the Army employees, for example, are funded through their own organizations.

e. Eligibility is subject to satisfaction of the prerequisites and requirements for the individual courses.

3-51. Foundation Course

- a.* The FC is the first in the series of courses provided to prepare the Army Civilian Corps to build their careers and become future Army leaders. The course objectives are to understand U.S. Army leadership doctrine; increase self-awareness, as it relates to their profession; understand team building, group dynamics, and effective communication; assess individual values and how they relate to professional ethics; understand how to manage professional advancement and leverage career potential; and complete administrative requirements expected of Army civilians.
- b.* The FC is available through DL only.
- c.* The FC is required for all interns, team leaders, supervisors and managers hired after 30 September 2006 and must be completed within first year of employment.
- d.* Interns are required to complete the FC before completion of the intern program.
- e.* Course equivalency: Intern Leader Development Course.
- f.* The FC is available to all Army civilians as a self development tool.

3-52. Action Officer Development Course

The AODC is a Web-based courses that focuses on “staff work” practices in the Army and covers organization and management; conducting completed staff work; managing time and priorities; conducting meetings and interviews; solving problems and making decisions; communications; writing to the Army standard; coordinating; conducting briefings; and ethics. The course is available to all Army employees to take at any point in their careers.

- a. The AODC is a required course for interns and completion is a prerequisite for completion of the intern program.
- b. The is available to all employees as a self-development tool.

3–53. Supervisor Development Course

- a. The SDC is a Web-based course with lessons that focus on managing, leading and human resources management.
- b. The SDC is required for all Army civilians in a supervisory or managerial position. The SDC must be completed within one year of placement in a supervisory or managerial position to meet the one-year supervisory probationary period requirement. It is highly recommended for supervisors and managers to complete the SDC before enrolling in any of the CES resident training.
- c. The SDC is available to all Army employees as a self-development tool.

3–54. Basic Course

- a. The Basic Course develops Army civilians skilled in leading; managing human and financial resources; implementing change; directing program management and systems integration; displaying flexibility, resilience, and focus on mission.
- b. The Basic Course is conducted through blended learning - DL and two week resident training. Resident training is taken after successful completion of the DL and takes place in a university setting encompassing a classroom environment and small group seminars.
- c. Eligibility for resident training.
 - (1) Army civilians in permanent appointments and have not been granted course credit.
 - (2) Military supervisors of Army civilians, DOD and all other Federal agency leaders, and term and temporary employees.
 - (3) Army civilians must have a current performance rating of successful or NSPS rating of level 2 or above, and be in good standing regarding conduct.
 - (4) Employees must have successfully completed the FC if required.
- d. Admission priorities for resident training.
 - (1) The Basic Course is required for all employees in a permanent appointment to a leadership position with responsibilities to effectively lead and supervise employees. Employees must complete this course no later than one year from placement to a supervisory or managerial position.
 - (2) Priority 1. Army civilians in permanent appointment to team leader, supervisory or managerial position.
 - (3) Priority 2. Army civilians in permanent appointment to a non-supervisory position and have not been granted course credit. Army civilians, DOD and other Federal agency employees participating in an Army endorsed supervisory or manager development program (for example, DOD Executive Leadership Program (DELDP), the Army Fellows Program, and DA Fellows). Army civilians who are recommended by their supervisor and have completed equivalent training five or more years prior to date of course consideration.
 - (4) Priority 3. Military supervisors of Army civilians, DOD and other Federal agency leaders. Army civilians in term or temporary appointments who have responsibility for leading or supervising Army civilians. Priority 3 are funded by their organizations.
- e. Course Credit - Equivalency and Constructive.
 - (1) Credit may be granted to individuals who have successfully completed similar or more advanced training and education courses when training completion date is less than 10 years.
 - (2) Army courses validated for Basic Course Equivalency: Leadership, Education and Development (LEAD) Course, BOLC, WOAC, ANCOC/SLC). Documentation is required for equivalency credit.
 - (3) Other training, education or experiences may be submitted for Constructive Credit approval using the approval process identified in the course credit section.

3–55. Intermediate Course

- a. The IC target audience is Army civilians in supervisory or managerial positions. This target population is by necessity more agile, innovative, self-aware, and prepared to effectively lead and care for personnel and manage assigned resources. Training and developmental exercises focus on “mission” planning, team building, establishing command climate, and stewardship of resources.
- b. The IC is conducted through blended learning - DL and three weeks resident training. Resident training is taken after successful completion of the DL and takes place in a university setting encompassing a classroom environment and small group seminars.
- c. Eligibility for the resident training.
 - (1) Army civilians in permanent appointments.

- (2) Military supervisors of Army civilians, DOD and other Federal agency leaders, and term and temporary employees.
- (3) Army civilians must have a current performance rating of successful or NSPS rating of level 2 or above, and be in good standing regarding conduct.
- (4) Employees must have successfully completed the FC and Basic Course or been granted course credit.

d. Admission priorities for resident training.

- (1) The IC is required for all employees in a permanent appointment to a supervisory or managerial position. Employees in supervisory or managerial positions must complete this course no later than 2 years from placement.
- (2) Priority 1. Army civilians in a permanent appointment to a supervisory or managerial position.
- (3) Priority 2. Army civilians in permanent appointment to non-supervisory position. Army civilians, DOD and other Federal agency employees who are participating in an Army endorsed supervisor or management development program (for example, the DELDP, the Army Fellows Program, and DA Fellows). (Army civilians who are recommended by their supervisor to attend the course and have completed the legacy civilian or military leader development course equivalent 5 or more years prior to date of course consideration.)
- (4) Priority 3. Military supervisors of Army civilians, DOD and other Federal agency leaders. Army civilians in term or temporary appointment who are responsible for leading or supervising Army civilians. Priority 3 are funded by their organization.

e. Course Credit - Equivalency and Constructive.

- (1) Course Credit may be granted to individuals who have successfully completed similar or more advanced training and education courses when training completion date is less than 10 years.
- (2) Army courses validated for IC Equivalency: Organizational Leadership for Executives (OLE), Captains Career Course (CCC), Warrant Office Senior Course (WOSC), and First Sergeant Course (FSC). Documentation required for equivalency credit.
- (3) Other training, education or experiences may be submitted for Constructive Credit using the approval process identified in the course credit section (see app I).

3–56. Manager Development Course

a. The MDC is a Web-based course with lessons that focus on managing, leading and human resources management.

The MDC includes modules in organizational culture; time management; objectives and plans; problem solving and decision making; planning, programming and budgeting; manpower management; communications; information technology applications; the Army Environmental Program; equal employment opportunity; professional ethics; internal management control; and Army Family team building.

b. The MDC is available as a self-development tool for all Army employees and is recommended for all Army civilians in supervisory or managerial positions before attending the Advanced Course.

3–57. Advanced Course

- a. The Advanced Course focuses on Army civilians skilled in leading a complex organization in support of national security and defense strategies; integrating Army and Joint systems in support of the Joint Force; inspiring vision and creativity; implementing change; and managing programs.*
- b. The Advanced Course is conducted through blended learning - DL and four weeks resident training. Resident training is taken after successful completion of the DL and takes place in a university setting encompassing a classroom environment and small group seminars.*
- c. Eligibility for resident training.*
 - (1) Army civilians in permanent appointment to GS–13/14/15 or equivalent for Army non-appropriated fund (NAF), wage grade (WG) or local national (LN).
 - (2) Army civilians in permanent appointment to NSPS pay bands 2, 3 or 4 and current position description indicates a GS–13/14/15. (In accordance with DOD Civilian Personnel Manual 1400.25–M, Subchapter 1920 all NSPS positions will indicate the equivalent GS Grade).
 - (3) Active duty military supervisors of Army civilians.
 - (4) DOD leaders in permanent appointment GS–13/14/15 or to NSPS pay bands 2, 3 or 4 and current position description indicates a GS–13/14/15. (In accordance with DOD Civilian Personnel Manual 1400.25–M, Subchapter 1920 all NSPS positions will indicate the equivalent GS Grade).
 - (5) Other Federal agency leaders in permanent appointment GS–13/14/15 or equivalent pay band.
 - (6) Term and temporary employees at the appropriate level of responsibility.

(7) Applicants must have a current performance rating of successful or NSPS rating of level 2 or above and be in good standing regarding conduct.

(8) Successfully completed the FC, Basic Course and IC or have received course credit for each.

d. Admission priority for resident training.

(1) The Advanced Course is required for all employees with a permanent appointment to a supervisory or managerial position. Employees must complete this course no later than 2 years from placement.

(2) Priority 1. Army civilians in permanent appointment to a supervisory or managerial position.

(3) Priority 2. Army civilians in permanent appointment to a non-supervisory position. Army civilians and DOD employees who are participating in an Army endorsed supervisor or management development program (for example, the DELDP, the Army Fellows Program, and DA Fellows). Army civilians who are recommended by their supervisor and have completed equivalent training 5 or more years prior to date of course consideration.”

(4) Priority 3. Military supervisors of Army, DOD and other Federal agency leaders. Army civilians in term and temporary appointments who are responsible for leading or supervising Army civilians. Priority 3 are funded by their organizations.

e. Course Credit - Equivalency/Constructive.

(1) Course Credit may be granted to individuals who have successfully completed similar or more advanced training and education courses when training completion date is less than 10 years.

(2) Army courses identified for Advanced Course Equivalency: Army Management Staff College (AMSC), Sustaining Base Leadership and Management (SBLM), CGSC, Intermediate Level Education (ILE), Warrant Officer's Senior Staff Course (WOSSC), and SMC. Documentation is required for equivalency credit.

(3) Other training, education or experiences may be submitted for Constructive Credit using the approval process identified in the course credit section (see app I).

3–58. Continuing Education for Senior Leaders

a. The CESL program is a continuing education sustainment program to bring senior civilian together to discuss current and relevant issues facing the Army. The program intent is for leaders to return to the program continuously to refresh and update on current Army initiatives.

b. The CESL program is conducted through blended learning - DL and four and a half days resident training. The DL consists of reading materials and written assignments. DL requirements are provided to selectees thirty days before the course start date.

c. CESL resident training consists of both small and large group activities. The course structure is a combination of guest speakers and interactive exercises on subjects like National Security Personnel Challenges, Strategic Thinking, Knowledge Management, and Cultural Well Being. Panels consisting of commanders and NCOs who recently returned from theater provide a personal perspective on events in Iraq and Afghanistan. Updates on Army initiatives like ARFORGEN and Information Engagement are included in the program.

d. Eligibility requirements.

(1) Army civilians in permanent appointment to GS–14/15 or equivalent for Army Non-appropriated Fund (NAF), Wage Grade (WG) or LN.

(2) Army civilians in permanent appointment to pay band 3 or pay band 4 and current position description indicates a GS–14/15. (In accordance with DOD Civilian Personnel Manual 1400.25–M, Subchapter 1920 all NSPS positions will indicate the equivalent GS Grade).

(3) Active duty Military at the rank LTC, COL, CW4, CW5, SGM, or CSM.

(4) DOD leaders in permanent appointment GS–14/15 or to NSPS pay band 3 or pay band 4 and current position description indicates a GS–14/15. (In accordance with DOD Civilian Personnel Manual 1400.25–M, Subchapter 1920 all NSPS positions will indicate the equivalent GS Grade).

(5) Other Federal agency leaders in permanent appointment GS–14/15 or equivalent pay band.

(6) Successful completion of the Advanced Course or granted Advanced Course credit.

(7) A year is required between Advanced Course completion and CESL attendance.

(8) One year is required between each CESL attendance.

3–59. Senior Service College

a. SSC is at the apex of the Army civilian education system and prepares Army civilians for positions of responsibility in the Department of Defense. SSC provides advanced level educational opportunities for leaders who require an understanding of complex policy and operational challenges and increased knowledge of the national security mission. Attendance is a competitive process and selections are made by a HQDA Secretariat Board. Army

civilians graduating from SSC are centrally placed in a position of greater responsibility to an assignment or organization where they can apply the advanced education they have received.

b. Military and Army civilian positions that require Senior Service College education are defined as follows: A military member, LTC and above, or Army civilian, GS-14 and above or comparable NSPS pay band, who occupies a leadership position (both command and staff) that requires a thorough knowledge of strategy and the art and science of developing and using instruments of national power (diplomatic, economic, military, and informational) during peace and war. This knowledge is necessary in order to perform Army, Joint, or Defense Agency operations at the strategic level (ACP, ASCC, DRU, Field Operating Agency, Joint Task Force or higher).

c. Eligibility requirements.

(1) Army civilians in permanent appointment to GS-14/15.

(2) Army civilians in permanent appointment to pay band 3 or pay band 4 and current position description indicates a GS-14/15. (In accordance with DOD Civilian Personnel Manual 1400.25-M, Subchapter 1920 all NSPS positions will indicate the equivalent GS Grade).

(3) Three years in an Army civilian permanent appointment before application to a SSC.

(4) Possess a baccalaureate degree from an accredited college or university.

(5) CES Advanced Course or awarded CES Advanced Course credit.

(6) TOP SECRET clearance with Special Background Investigation access that will not expire during the academic year. SECRET clearance required for the USAWC Distance Education Program.

d. SSCs available to Army civilians.

(1) Army War College (USAWC)

(2) National War College (NWC)

(3) ICAF

(4) Army War College Distance Education

e. Information on the application process and forms are available on <http://cpol.army.mil>.

f. Travel guidance for Army civilians: Travel to and from the colleges listed above is centrally funded.

(1) Distance Education Program:

(a) Participant is authorized 100 percent per diem for one trip to and from the training site.

(b) Reimbursement is limited to constructive cost of common carrier transportation and related per diem as determined in the Joint Travel Regulation, Vol. 2).

(2) Resident program:

(a) Per diem is based on authorized expenses, not to exceed 55 percent of the rate established in the joint travel regulation for the training site. Reimbursement for local travel while on per diem is not authorized.

(b) Participant is authorized one trip to and from the training site at 100 percent per diem for TDY during that trip (reimbursement is limited to constructive cost of common carrier transportation and related per diem as determined in the Joint Travel Regulation, Vol. 2).

(c) Scheduled partial payment must be selected by the participant to receive monthly payments while attending long term training.

(d) Authorized expenses:

1. Retention of lodging during leave status is authorized.

2. Full per diem is authorized for field trips or New York, NY and Washington, DC.

3. Rent and utilities (covered in per diem).

(3) Resident and Distance Education non-authorized expenses:

(a) Rental cars to include U-Haul rental (rental cars are not authorized under any circumstances, regardless of quota source).

(b) Limousines.

(c) Excess baggage.

(d) In-and-around mileage costs at the TDY site.

3-60. Defense Senior Leader Development Program

a. The DSLDP is the successor program to the Defense Leadership and Management Program. It is the premiere executive development program for senior defense civilians and a key component of the DOD succession planning strategy. The DSLDP provides joint leadership academic experience through: senior-level professional military education; Defense-unique leadership seminars from an enterprise-wide perspective; and opportunities for individual development based on the participant's Individual Development Plan. The goal of DSLDP is to empower participants to think strategically, envision what is on the horizon, and formulate proactive, competitive solutions

that produce results for DOD and the nation. The DSLDP is not an SES Candidate Development Program; however, program elements are designed to enhance an individual's readiness for top leadership positions.

b. Prime candidates for the DSLDP will have demonstrated the competence, confidence, and motivation to be a bold and innovative leader; have an outstanding performance record and have been promoted ahead of his/her peers; a wide-ranging history of experience leading to increased responsibility and broad perspectives; and a commitment to public service and the passion to lead, inspire, and produce results for DOD.

c. Selection to the DSLDP is a three part process; application with command endorsement, selection for Army nomination by HQDA Secretariat Board; and DOD Selection Board. DSLDP participants continue in their current assignment with their agency or organization when not in official DSLDP training. DSLDP participation requires an extensive time commitment during a two year period. It is critical for the supervisor to agree to the time commitment for individual development which includes PME/SSC. Participants will complete all requirements within 2 years, depending on their prior education, career goals, and individual needs. Participants are expected to balance their duty related responsibilities with those of the program.

d. Army eligibility requirements.

(1) Be a permanent, full-time civilian employee of the Department of Army for a minimum of 3 years.

(2) Army civilian in permanent appointment to GS-14/15.

(3) Army civilian in permanent appointment to pay band 3 or pay band 4 and current position description indicates a GS-14/15. (In accordance with DOD Civilian Personnel Manual 1400.25-M, Subchapter 1920 all NSPS positions will indicate the equivalent GS Grade).

(4) Obtain a Top Secret clearance.

(5) Possess a baccalaureate degree from an accredited college or university, as required for admission to PME/SSC.

(6) Minimum standard for proficiency of executive core qualifications competencies.

(7) Possess a minimum of one year of significant experience in supervising or managing people in an official capacity.

(8) Have successfully completed the CES Advanced Course or awarded CES Advanced Course credit.

(9) Three years in an Army civilian permanent appointment before application to DSLDP.

e. The DSLDP participants are required to sign an SSC/Graduate Placement Program (GPP) mobility agreement, agreeing to be placed in a new position. Placement will generally occur immediately after PME completion and prior to DSLDP graduation. Participants are required to serve in the Federal government for a minimum of three times the length of the program.

f. SSCs available for DSLDP Army participants.

(1) National War College (NWC)

(2) ICAF

(3) Naval War College

(4) Air War College

g. Army DSLDP application process and forms are available at <http://cpol.army.mil/library/train/catalog/ch04dsldp.html>.

3-61. Senior Service College Graduate Placement Program

a. The VCSA established a policy of directed placement of Army civilian SSC graduates including Army DLAMP participants to increase the effectiveness of SSC education. The GPP maximizes the Army's return on investment and provides an avenue for full utilization of competencies acquired through advanced education with an assignment process paralleling to military SSC graduates. The VCSA policy memorandum is located at <http://cpol.army.mil/library/train/tld-060503.html>.

b. Directed placement advances the goals of professionalizing leader development for the civilian workforce and provides an avenue for full utilization of leadership skills and competencies acquired. Centralized placement will strengthen the Army, ensuring SSC graduates are put to use immediately and on a continuing basis, using the benefits acquired from their development.

c. The SSC GPP applies to all Army civilian graduates. Army civilians will sign a SSC GPP Mobility Agreement as a condition of attending SSC. HQDA considers graduates for permanent placement laterally into vacancies for which they are qualified. The positions into which they are placed must be validated as requiring SSC education. Validation guidance that describes the characteristics of a position requiring SSC education is located at <http://cpol.army.mil/library/train/catalog/valguide-ssc.html>.

d. SSC graduates are encouraged to apply competitively for promotion. These positions must also be identified as requiring/desiring SSC. If the student finds a position on their own, they must coordinate with and obtain approval of HQDA. Information on the application process is available on <http://cpol.army.mil>.

3–62. Senior Executive Service training and development

a. The Department of the Army SES members are the Army civilian equivalents of general officers (GOs), and include top managerial, supervisory, and political positions. The SES members are Army's senior leaders – individuals who are highly agile and skilled in their function, who can successfully lead a wide spectrum of operations and are adaptive to challenges and positions as the need arises.

b. The Civilian Senior Leader Management Office (CSLMO), Office of the Secretary of the Army, provides centralized life-cycle management and administration of the SES corps. Members require a broad core of executive qualifications or abilities in addition to professional, technical, and program knowledge and skills. The five Executive Core Qualifications are:

- (1) Leading change
- (2) Leading people
- (3) Results driven
- (4) Business acumen
- (5) Building coalitions

c. The CSLMO plans, manages, and executes the SES Development Program. The goal of the program is to foster a culture of a continuous learning through the enhancement of technical skills and amplification of leadership competencies, increase knowledge of how the Army runs, and equip SES members with experiences in joint, integrated and multinational environments. Highly skilled SES members demonstrate technical expertise, confidence, integrity, critical judgment, and adaptability; can operate in complex and fluid environments; build teams amid technological changes; provide vision and direction; and solve problems creatively.

d. The SES Development Program is comprised of: Leader Development, Talent Pool Management, and leadership training. The SES Leader Development Program, under development, will provide SES members with broader-based career development models. The Talent Pool Management enables senior Army leadership to target SES members for skill enhancing developmental assignments. Leadership training provides SES members with the knowledge needed to support Army's mission accomplishment at Department, joint, national and international levels.

e. While there are no required development courses for senior SES members, newly appointed SES members (with less than 3 years of SES service) are mandated to attend the following courses and seminars:

(1) *Force Integration Management Course for Senior Leaders*. The course provides a systematic overview of "how the Army runs." The SES members learn the constitutional, statutory and regulatory basis for the force projection Army and the capabilities that must be sustained through management of doctrinal, organizational and materiel change. They will understand Army organizational roles, functions and missions, especially at the ACP and Army Secretariat/Staff levels.

(2) *Senior Executive Diversity Awareness Training*. This training is a collaboration between senior leaders and the Defense Equal Opportunity Management Institute to enhance the capability of senior leaders to successfully use equal opportunity/Equal Employment Opportunity programs to lead a diverse workforce force. Information and scenario presentations are presented to facilitate strategic discussion with Service-wide implications. The two-day seminar is divided into three phases, Awareness, Understanding, and Action.

(3) *Leadership at the Peak - Center for Creative Leadership*. This program focuses exclusively on the demands of senior-most leaders, guaranteeing a comfortable, secure environment in which they can evaluate their leadership style and effectiveness and focus on high-level challenges in the company of their peers. It blends self-discovery, self-development and fitness activities and sets it all against a backdrop of current business themes. Held at the foot of the Rocky Mountains in the Center's Colorado Springs campus, and also held in the mountains near Zurich, Switzerland, this program offers a stimulating setting for reflection and development.

(4) *Army Senior Leader Communications Workshop*. An Executive Communication Team provides media training that equips senior leaders, who may be called upon to represent the Army, with an understanding of how the media operates and the tools needed to take control of the interview. The focus is on working effectively with the media and tailoring messages to reflect a sense of control and composure during an interview. Best practices are portrayed in this program to prepare executives for that moment in time when they are thrust into the limelight of national television. Sessions are primarily one-on-one.

(5) *Department of Defense senior executive service Apex Orientation Program*. The Apex program serves Army's senior civilian leaders and political appointees as the counterpart to the general officer's CAPSTONE program. The program increases understanding of the department's structure, processes and priorities by fostering a sense of jointness. Program objectives include:

(a) Establishes jointness as the approach for interaction among the Office of the Secretary of Defense, the Military

Departments, Defense Agencies, DOD Field Activities and the private sector, thereby integrating SES responsibilities with DOD component priorities.

(b) Operationalizes the SES role in DOD transformation.

(c) Provides an overview of DOD structure and processes critical to its operation.

(d) Provides experiences that expand leadership and strategic thinking skills in the DOD context.

(e) Provides structured networking opportunities with military and civilian colleagues, to reinforce information sharing across functional areas.

f. The CSLMO SES Development Program offers SES members a wide variety of optional training opportunities that expand their understanding of Army's mission, and the impact of Army's influence in the joint, national and international arena. Exceptional Department, industry and academic offerings include: joint strategy and combined commander courses at Maxwell AFB, leadership training from the Federal Executive Institute, SES information briefings by the Office of Personnel Management, national security studies from Johns Hopkins and Syracuse Universities, and various executive development programs at the John F Kennedy School of Government Executives, Harvard University.

g. The SES members can view the CSLMO Web site for continuous updates on availability of training opportunities at <https://www.cslmo.army.mil>.

h. Programs and courses for Army civilian employees in career programs or career field positions are included in the official Army Civilian Training, Education, and Development System (ACTEDS) plans located on the Web at <http://cpol.army.mil/library/train/acteds/>. These plans address topics the functional proponents have identified and validated as a training requirement. They are offered by Army schools and other Army organizations and address a large variety of topics in categories such as environmental protection and enhancement, logistics, ammunition operations, housing management, engineering, and medical training.

i. The plans describe functional and skill training and provide professional development opportunities. The functional proponents (which include ACTEDS career program managers, career field managers, and organizations with functional responsibility) review course content and POIs with the respective schools.

3–63. The Army Civilian Training, Education, and Development System

a. The ACTEDS is patterned after the military education system in providing an orderly, systematic approach to technical and professional training. The ACTEDS identifies and documents civilian training requirements at three levels: organizational, occupational, and individual. It standardizes training to ensure that Army civilians aspiring to be either technical specialists or leaders acquire required technical and leadership competencies.

b. Career Program Functional Chiefs develop plans with a blend of progressive and sequential work assignments, formal training, and self-development opportunities as individuals' progress from entry- to senior-level positions. Career field personnel proponents develop plans for occupations specific to their career field. The ACTEDS plans designate key positions and identify required functional tasks and supporting knowledge, skills, and experience. They also provide career-progression ladders to enable individuals to enhance their experience. Each plan contains the Civilian Education System courses to ensure leader competencies are developed at each level of progression. Headquarters, DA, centrally funds intern and competitive professional development training. Commanders identify, prioritize, and fund training not centrally funded. This training is managed at installation and organizational level.

c. The Intern Program is a leader development program that supports and provides a pipeline into the professional, administrative, and technical Civilian Corps. This program shapes the Civilian Corps through planned accession of quality employees for Army civilian leadership positions. The intern program covers over 150 professional civilian occupations and all career programs. The Master Intern Training Plan, which defines the POI, provides formal classroom instruction, combined with rotational on-the-job training under close supervision. It is a comprehensive 2- or 3-year program of instruction to carry the intern from entry- to journey-level. Funding for interns is in accordance with AR 690–950.

d. Civilian long-term training programs provide Army civilians valuable learning experiences and professional development. Commanders determine nominees for ACTEDS centrally funded programs, and selectees for locally funded programs based on organizational priorities. These programs are centrally administered by HQDA, proponents, and Career Program Functional Chiefs.

e. Many courses intended for the Civilian Corps may not be included in official ACTEDS plans. These courses normally address topics for which functional proponents have identified and validated a training requirement. They are offered by Army schools or organizations and address a large variety of topics in categories such as environmental protection and enhancement, logistics, ammunition operations, housing management, engineering, and medical training. These courses may fit the description of functional area or skill training or they may be provided for professional development. The functional proponents, which include career program managers, career

field managers, and organizations with functional responsibility, review course content and POIs with the respective schools.

3–64. Competitive Professional Development Program

a. The Competitive Professional Development Program provides training opportunities to develop, enrich, and retain top quality middle managers. The target audience is GS–11 and above.

b. Training includes functionally oriented, significant developmental opportunities that occur in university programs, training-with-industry assignments, and planned developmental assignments in accordance with respective ACTEDS plans. Individual career program proponents work together with Commanders to identify opportunities. Each career program proponent selects participants through an Army-wide competitive process.

c. A variety of long-term and part-time programs and seminars are available to the Civilian Corps. These graduate-level opportunities are offered in acquisition-related disciplines. Additional information can be found in the annual Army Acquisition Corps/Army Acquisition Workforce Civilian Training Opportunities Catalog.

d. Chapter 41 of Title 5 U.S. Code, Section 4107 allows, but does not require, agencies to pay for training that may lead to an academic degree when necessary to assist in the recruitment or retention of employees in shortage occupations, especially those with critical skills. Pre-determined shortage categories include members of the Army acquisition work force, special salary rate positions, positions stipulated by public laws and other authorities, and positions covered by direct hire authority from the Office of Personnel Management. The policy also covers positions determined by local installation commanders to be in a shortage category to alleviate recruitment and orientation problems.

e. A continued service agreement is required of all employees participating in academic-degree training programs. The policy prohibits agency training assistance for the sole purpose of enabling an employee to obtain an academic degree to qualify for or increase a competitive edge for selection into positions or occupations where no documented shortage exists.